

Board recruitment for Queen's Theatre Hornchurch

Thank you for your interest in the Queen's Theatre Hornchurch. This pack contains information about the Theatre and the role and responsibilities of the Board of Havering Theatre Trust Ltd (the Trust), which runs the Queen's Theatre Hornchurch.

If you are interested in joining us, we are keen to hear from you. Details of the recruitment process can be found at the end of this pack.

If you have access needs we would be happy to provide this pack in other formats, including large print, please contact Ian Grigson (Executive Assistant) by emailing iang@queens-theatre.co.uk or calling 01708 462365.

Claire Gevaux, Vice Chair

'In scale and ambition the staging achieves a new level of unflashy sophistication that suggests Rintoul plans to give the Queen's a long overdue creative shake-up.'

The Times on *Made in Dagenham* September 2016.



Introduction

The Queen's Theatre Hornchurch is a producing theatre located in outer East London in the London Borough of Havering. It produces around eight shows a year and has a vibrant learning and participatory programme engaging over 12,000 participants annually, enabling people to express themselves and their stories through the arts.

The theatre opened in 1953 in a converted cinema in Station Lane (the site of the present Ripon House development) that had been used for storage during the Second World War. The building deteriorated, and in 1974, the London Borough of Havering built our new home. The new purpose built Queen's Theatre Hornchurch was opened by Sir Peter Hall in April 1975, with a production of *Joseph and the Amazing Technicolour Dreamcoat*.

The building is owned by the local council and the Trust is currently looking into obtaining the lease.

We are at a unique moment in the Company's history. Douglas Rintoul took over as Artistic Director in October 2015 and we are currently recruiting for an Executive Director to serve alongside him. We have an excellent opportunity to reappraise and redefine our role within our community and the wider national and international theatre ecology.

Vision and Mission

Our Vision is to make the work of the Queen's Theatre available to and accessible by our whole community.

Our Mission is to discover, nurture, produce and present high quality and diverse entertainment in an environment that actively seeks to be welcoming for everyone.

Values

Innovative - We believe in being open to new impulses, and directions, and embracing original thoughts and ideas. This encourages us to think big and try new things in new ways, and to find different approaches and getting excited by the things that drive us one step further. We like to push boundaries and are confident about experimenting and challenging ourselves over what we do as a company, and enjoy the surprises that this can create.

Creative - We are a creative organisation. We value the importance of being able to think and work creatively in our roles - whatever they might be. This challenges us to be imaginative and aspirational, and to find different ways to work and find solutions that support the company to progress along its pathway.

Excellence - We are proud of what we do and achieve as a company and individuals. We understand how much the small things matter, and enjoy working together as professionals to do the best job we can for ourselves and our audiences. We reflect on how we work and know when we have done well, and we take the time to support ourselves and each other in learning about when we can do things better.

Collaborative - We are a strong loyal team, and enjoy the support and energy that this can bring and relish going the extra mile to get things done. We are respectful of each other, and are able to constructively challenge how we work. This also applies to our open approach to collaborating with partners, artists and our community.

Inclusive - We are welcoming and open as a company, and listen to those we work with and those who take part in what we do. We believe it is important to have a diverse team that is reflective of our community, and celebrate the way that difference can drive creativity. We are proactive in engaging with people and making our work and practice accessible to everyone and have an approach to lifelong learning and education that supports this.

Passion - We love what we do, value the people we work with, and want to enjoy our time at work. We are professional and appreciate we need to work hard to deliver the shows on time, but there are still moments when we can have fun and the passion for our work and the Queen's Theatre are evident in all we do. We enjoy that feeling of exhilaration when it is going well, our audiences are engaged and the building is alive and we feel appreciated for what we have achieved.

Financial position

The Trust receives regular support from the London Borough of Havering and Arts Council England. In 2015/16, the Queen's Theatre's annual turnover of £3,447k broke down as follows:

- Core grants 31%
- Sales & production hires 49%
- Earned income 20%

During the year the average attendance for all activities was 70%. Expenditure was tightly controlled over the year, with 87% spent on theatrical activities. During 2015/16 the theatre carried out a staffing restructure; this has reduced future ongoing expenditure to take account of a phased reduction of local authority funding. In line with the reserves policy the Trust has c/f funds of c£400k; this sum comprises unrestricted funds plus a designated Theatre Development Fund for capital and other investment.

Governance

Havering Theatre Trust Ltd is the registered charity and company limited by guarantee, which operates the Queen's Theatre; the organisation receives regular funding from the London Borough of Havering and is an Arts Council England National Portfolio Organisation. The Trust is governed by its charitable objectives and Memorandum and Articles of Association.

The Queen's Theatre is overseen by a non-executive board of directors, who also serve as trustees of the charity. The board is currently chaired by Dennis Roycroft, who will be succeeded by Claire Gevaux at the end of 2016. The current board brings a range of skills and experience both locally and nationally, and includes three nominations from London Borough of Havering.

With the exception of the Chair, board members are appointed for a period of three years and serve for a maximum of two terms.

The Board delegates day-to-day management of the Theatre to the Executive Director and Artistic Director, who are Joint Chief Executives, supported by the Heads of Department team. The AD is responsible for the formulation and delivery of the company's artistic vision, and the ED is responsible for the company's financial and organisational health. We have a talented and dedicated team of approximately 60 full and part-time staff (including front of house staff). Until spring 2017 when we have a new Executive Director in place, Mary Caws is our Interim Chief Executive.

Our Board is currently:

Barry Adams, accountant, member of the Finance Committee

Emily Balham, drama student

David Burn, chair of the Finance Committee

Chris Dixon, lawyer

Caroline Eves, theatre director

Cllr Gillian Ford, London Borough of Havering

Claire Gevaux, creative director, Vice Chair

John Jones, Manager of the Queens Theatre archive

Dennis Roycroft, businessman, Chair

Cllr Patricia Rumble, London Borough of Havering

Michael Quine, arts manager

Cllr Damien White, London Borough of Havering

Several of our board members are due to retire over the next year and we are looking for a number of people who might join us over that period. We are particularly keen to attract interest from people with experience and expertise in the following areas:

- Education - Fundraising - Marketing - Theatre management - Accountancy

The Trust's role is:

- To take overall financial and legal responsibility for the Queen's Theatre Hornchurch (the Company)
- To exercise a reasonable level of skill and care to ensure the Company is well run
- To act with integrity and in the best interests of the Company, avoiding personal conflicts of interest, or misuse of the Company's funds or assets
- To safeguard the reputation and values of the Company
- To provide leadership and direction
- To direct the Company's activities, both current and future, and broadly represent the constituencies it serves
- To employ the Artistic and Executive Directors to run the Company
- To agree the Company's vision and the values that underpin it
- To consider and approve plans for all in house productions
- To champion best practice throughout the Company
- To act as ambassadors for the Company

Attributes of a Board Member

- Commitment to the work of the Company
- Ability and commitment to carry out the duties of a company director
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to think strategically
- Good independent judgement
- Understanding of and commitment to diversity in all its forms
- Broad understanding of theatre
- Ability to work as a member of a team and a willingness to state personal convictions and, equally, to accept a majority decision and be tolerant of the views of other people
- Willingness to use his/her contacts to advance the Company's mission
- Preparedness to offer personal and professional skills and experience to support the work of the staff when required.
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

Attendance and availability

- To attend Board meetings, currently held four times a year including the AGM and any EGM, usually held on Tuesdays from 5-7pm
- To attend an annual away day in the autumn, usually from 3pm onwards.
- To participate in sub-committees where appropriate
- To attend press nights, cultivation events etc
- To provide advice and support to the senior staff as required

- To keep up to date with both funding and artistic issues for the Queen's Theatre
- To participate and attend other meetings such as interview panels, as required

Board members are unremunerated, but travel and out-of-pocket expenses can be reimbursed where required. Queen's Theatre also provides two complementary tickets to attend the press night of every main in house production.

Specific duties include:

Legal and financial responsibilities

- To ensure that the Company operates in accordance with company and charity law. This includes the filing of statutory returns at Companies House, returns to the Charity Commission and the keeping of Company Registers.
- To ensure the prudent financial management of the Company. To exercise financial control; to scrutinise quarterly statements of the Company's financial position; to discuss and decide on annual budgets and to review and, if required, revise those budgets. To advise on applications to funding bodies where appropriate. To approve the financial regulations.
- To ensure the Company keeps proper accounts and that audited accounts are produced annually and submitted to Companies House, the Charities Commission and any funding bodies.
- To ensure the payment of all taxes due to HMRC.
- To appoint auditors, bankers and cheque signatories and to make clear decisions about staff spending powers.
- To ensure that the Company's assets are safeguarded and are well managed and maintained.
- To ensure that the Company is properly insured.
- To ensure that the Company operates appropriate health and safety practices and complies with health and safety legislation.
- To ensure that the Company complies with the conditions of its public and private funding.
- To provide sufficient and clear delegated authority to the Joint Chief Executives and staff.

Employment and Personnel Duties

- To appoint the Joint Chief Executives (Executive Director and Artistic Director) and agree their job descriptions, person specifications and terms of employment.
- To define the Company's employment policies, including equal opportunities, recruitment, pay, grievance and disciplinary, appraisal, sickness, expenses, holidays and training.
- To approve the staffing structure and to take part in recruitment as required.
- To approve the outline terms and conditions for staff and to review levels of pay annually.
- To serve on recruitment, disciplinary and grievance panels as required.

Strategic Direction

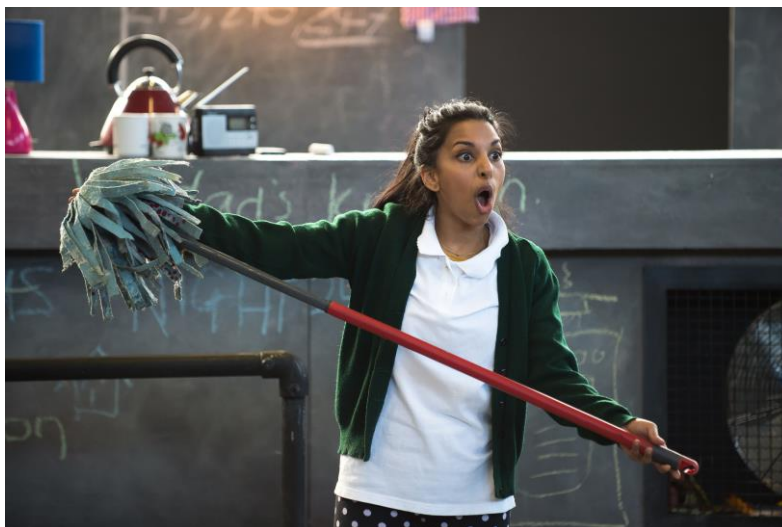
- To adopt a strategy to implement the Company's policy. This strategy is usually in the form of a three year plan, prepared by senior staff with Board input. To monitor its implementation and additional day-to-day plans and strategies that the Company puts in place to achieve its strategic aims.

Advocacy

- To promote the Company, its activities and its needs to the private, public and voluntary sectors (such as funding bodies, local authorities, businesses, politicians, cultural organisations and other clients), so as to enhance the Company's profile.
- To be alert to information and contacts which may be of assistance to the Company.
- To act as an enthusiastic and well-informed ambassador for the Company at all times.

Board management

- To establish a cycle of meetings with appropriate papers to service the Board efficiently.
- To establish a system of communication and delegated decision-making so that day-to-day or time critical decisions can be made and acted upon between Board meetings.
- To establish a system to review and renew Board membership and to appoint additional Board Members with appropriate knowledge and skills as required.
- To develop Board members' skills and understanding as required.
- To establish sub committees or fixed term working groups on specific issues as required.



Recruitment process

For an informal, confidential, discussion about the role, please contact our recruitment consultant, Jodi Myers, who is advising the Queen's Theatre on this process, on projects@jodimyrs.co.uk and she will be happy to set up a time to talk with you.

Expressions of interest should be made by letter, no longer than 3 pages, highlighting what skills and attributes you can bring to the role. You should demonstrate your experience in any similar role, as well as your reasons for wishing to become a Board member of Havering Theatre Trust Ltd.

Please include a CV.

In addition, to help us monitor our equal opportunities plan, we would be grateful if you could complete an Equal Opportunities Monitoring form. When your expression of interest is received, this form will be removed and not used during the shortlisting process.

Expressions of interest should be addressed to Claire Gevaux, Vice Chair of the Board, Queens Theatre Hornchurch and sent by email to projects@jodimyrs.co.uk with Board, Queen's Theatre in the subject line **by 5pm on Tuesday 6 December**.

Shortlisted candidates will be contacted before Christmas and invited to meet initially with the Artistic Director and Interim Chief Executive in early January.

This will be followed by a meeting with the new Chair and two other board members.

Candidates may then be invited to observe a Board meeting.

An induction will be offered to all new Board members.

Appendices

- Staffing structure
- Accounts for 2014/15
- Equal Opportunities Monitoring Form

QUEEN'S THEATRE STAFFING STRUCTURE

